## UK Tories CGCT close sell-off ranks over faces new

 spy book obstacle

## London launches investigation into Guinness affairs



## Perot rejects GM bid to buy him out for $\$ 700 \mathrm{~m}$

## bY anatole kaletsiy min new york



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US: war of attrition with US takeovers: the storm's steel unions . . . . . . . . . . . . . 8 last gust . . . . . . . . . . . . . . . . 19
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& \text { index ended at } \\
& \text { the close on criday at } 88.1 \text {. }
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Continued on Page 20
Oney markests, Page 33; Share
market report, Page 3 .3


WITH THE WHOLE WORLD TO CHOOSE FROM WHAT MADE THEM CHOOSE SWINDON?

After considering the alternazives. more and more
companies have located to swindon Since 1980 over
30 major companies have European operarioss. and it seasy to see why. Heartrow is isus an hour by road, London 55
minures by urain The workforce is muldi-skiled and Overheads are around one fifin of Cenral London's, so it's harcly surprising the Profir Base Get the Fact File nowx Contact Dounlas Smith
Induscrial Adviser. Cvic Offces. Suindon or call sMINDON SMINDON THEPROFITBASE

## Red star comes to the aid of party

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## WHICH TRAFALGAR HOUSE COMPANIES HAVE BEEN BUILDING IN THE CITY FOR MORE THAN TWO CENTURIES?



TROLLOPE \& COLLS.
For more than two
on the City skyline.
Today, the Company is very firmly established not only in the Ciry, but also Enroughout London, the Home Counties and in many parts of the Trited Kingdon
Engaged on projects of all
Our most recent construction project-started yesterday - is a $\{19.6 \mathrm{~m}$ contract
for the building of a new eight storey block of office accommodation for the Legal
G General Assurance Sociery in Leadenhall Court EC3. A major undertaking where

the premier name within the construction incussry. Another Trafigar House
Company. With projects like Chelsea Harbour, London, BP at Hemel Hempstead, and
more recently a new flm contract at St. Enoch's Square, Glasgow, to its credit. Trafalgar House building and civil engineering. Britain's biggest construction and

## P=

TRAFALGAR HOUSE
BUILDING AND CIVIL ENGINEERING
$\qquad$

Socialists count cost of 'success' in Basque poll


US and Spanish officials meet over base cuts

Polish unions call for new economic priorities


## Community bans the copying of chip designs



Chirac set
for fresh clash with students

## , <br>   Nutat join mixi 




## Aids fears

 exaggerated says Nobel scientist $\triangle$ IVNNER of the 1984 Nobel
Yesterday's move was made

## EUROPEAN NEWS

\section*{Greece to urge EEC action on trade loan s

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 <br> $\qquad$ $\stackrel{1}{2}$


 <br> 
 over new programmes plans


## German employers reject union's call on working hours

| A FIERCE struggle hetween umons and employers over working hours working industry next year is tapidly shaping up, with the employers yesterday rejecting oun on whels forms part of the 1987 pay round negotiations. <br> Mr Werner Stumpfe, president of Gesambmetall, the employers' orga misation which also embraces toe motor industry, said yesterday he the weekend by IG Metall, the metalworker'a union, for a 35 -hour working week with full pay. He said instead that the employers were prepared to discuss pay is sues omily. <br> Talks actually begin in Düssel dorf on December 12, and Mr Stumpfe aiso warned romic fore cast by the Government-appointed panel of tive wise men -w 2 per cent - meant that the employers room ited. He forecast "hard argument" if IG Metall were to stick to its work ing tWe will not talerate the unions chosing the direction, with the em- |
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## A SHINING EXAMPLE OF BRITAIN'S INVESTMENT SKILLS

Fere's a new sparkle in Sun Life's year had actual gross sales of $£ 84.9 \mathrm{~m}$, youll largest unit trust companies put together. But it's just part of our dive into new funds, individual and grouppensionfunds, unit It's reflected in the success of Sun Life financial markets. A dive that is helping to linked funds, unit trusts, individual portfolios Trust Management Limited, for instance. We had two unit tuusts in the top 6 expand Sun Life from a life and pensions and segregated funds.

## OVERSEAS NEWS

## Minister rejects

 non-racial Natal legislature
## Whitlam says MI5 spy book is in the public interest




Row over EEC West Bank boost

## SY ANDREW Whither in ferusicem DISPUTE between Istal and tive


matymith




Luckily, we make mistakes every day. мм

As the soying goes, if you never make a mistake, you'li never make anything.

In the early days of the computer business, we all made a lot of progress by "trial and error.

To this day, the Hoskyns Group makes a point of experimenting, testing and leaming from experience and, in the process, adding to our store of knowledge.
the UK's liats one of the reasons why we have become one of Of course reserch services companies.

Of course, research and development of this nature is only part of the Group's activity.

Our range of services is one of the largest in the UK. It includes consultancy and system building, education, hardware supply, tumkey systems and a variety of applications packages, solutions for manurfacturing, distribestion financial sempleste and the public sector

And our 'flagship' service: Facilties Management, ments and staff, at your pemises or ours. ments
he breadth of our service, and our philosophy of tota!
between our team and yours- is a result of something leamed long ago.

The last thing most people want is a computer. The one thing everybody needs is the benefit that compriters can bring. never.survive.
hoskyns
WE'LL MAKE COMPUTERS WORK FOR YOU


Cantanasuria


Japan's soaring land prices spark call for tax change

## or in rooper in tokro




Compaq Computer Corporation， the fastest－growing personal computer company in the world，is also the fastest ever to reach the Fortune 500.

The key to such startling growth is an unwavering commitment to quality and customer satisfaction．

When Compaq went looking for a first European manufacturing site they asked some demanding
questions．In Scotland they discovered a location that was absolutely right for them．

Right because all the support in－ dustries and infrastructure they require are already in place．

Right because a large percentage of their European market is in Britain．

Right because of the skills，quick wits and firm commitment of the

Scottish people．
Right because the Scottish Devel－ opment Agency went to great lengths to offer a package tailor－made to Compaq＇s needs．

Scotland，like Compaq，offers quality and customer satisfaction．That＇s why they are such compatible partners．

LOCATE IN SCOTLAND．

# "SIB LAUTRO FIMBRA" The language of financial consumer protection since1986. 

## "EAGLE STAR" The language of financial consumer protection since1807.

regulations, simply endorses the way you probably already operate.

That means asking three basic questions about a company before you recommend one of its products to your clients.

How financially stable is it?
How efficient is it in helping you to look after your clients?

Will it still be there to pay out competitively on maturity?

We fully support the principles
underlying the Financial Services Act and when you, as anindependentfinancial adviser, recommend Eagle Star you can do so secure in the knowledge that our financial strength, quality of customer care and investment performance will satisfy your clients needs.
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Even the professionals may find the 'alphabet soup' of the new financial services regulatory bodies a mite confusing.

On top of that advisers must now wade through hundreds and hundreds of pages of legalistic prose which will affect the way they conduct their business.

For all advisers Eagle Star has a simple message.

The new Act, and its consequent

## WORLD TRADE NEWS

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## Seven oil groups bid in Indian offshore round

BY JOHN ELOTT IN NEW DEEH
SEVEN international：inl coun－wake of major iin finds in the
penies including Britill and Bombay High Fela．
Shell from the UK yesteday
 xploration cor surrging and the country is onis between 65
the




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EEC puts financial power into windmills


## Bonn seeks fresh Airbus financing

## BY DAVTO MARSH IM BONN

THE WEST German gover
ment is exploring ways
hringing hip domestic con
penles such as Siemens and
 tramme．
To make To make private sector pard－
 is，the subssidiary of Masser－worry over recent weentsing of its



## McDonnell near pledge to develop new jet




C\＆W runs into more criticism in Japan

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## West Germans，Hungarians in VCR joint venture

by lesle coutt in．berlin


## Oil price fall fails to damage East－West trade＇


 Europe（ECcE）reports in the harvest were largely responsible
liate
Builtetin fition ourope．Economic for the 16 per cent decline in









## Philips，AT\＆T plan US

 medical systems link－up
## by laura raun in amsterdam

PromiPS．the Dutch electronics also faces stiffer competicion



 Systems unit which is a world vill inctude disital－image


 scale in the US health－care
industry which is slowing after
years of strong growth．Philips

## Its＇worth over $£ 2.1$ million

In Energy Efficiency Year what could be more appropriate than news of major energy savings and greater productivity in Briush between them have saved nearly $£ 1$ million on energy and $£ 21$ million in all by switching to electricity，with an average payback of less than two years．

As if that weren＇t reward enough，each ne also received a regional PEP（Power for Efficiency and Productivity）Award－the Electricity Supply Industrys way of recogni－ sing companies who have made more effective use of energy and reaped major benefits．
Productivity up with 80\％energy cost saving． Now congratulations go to the two national winners．Lennox Foundry mited who have reduced energy costs by $80 \%$ and produce better castings faster since switching from oil－fired to electric melting．And Peugeot Talbots Ryton carplant，whe lectric infra－red curing is helping higher standards of finish than in any ther Peugeot factory in Europe．Overall savings repaid Peugeots investment in just four months．

Working with their local Electricity

Board Industrial Sales Engineer（ISE）more and more companies of every size and type are cutting energy costs and improving efficiency and productivity．

Your ISE can＇t promise you a PEP Award in 1987 but he can help you profi from the unique beneits of electricity
You＇ll find that in the search for mum efficiency and productivit electricity can ofter some very effective solutions． Please send，with your compan，leuertead orbusiness
card atuched，to：Ilecrioin Publications，PO Box？ card atrached tw：Eectrinit．Publi $\square$ Pleascsend me the PEP brochurc and a vHS video
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$\square \begin{aligned} & \text { Pleascarrange for an Indusrial Sales Engineer to } \\ & \text { concactme．}\end{aligned}$

## AMERICAN NEWS

## Reagan budget aims to meet deficit target




Charles Hodgson reports from New York on the long-running dispute at USX

## War of attrition with steel industry unions



UN close to bankruptcy, Secretary General warns

## ar our un

## THE United Nations has been tricted US Government pay- on the brink of bankruptey for ment ments to the organisetion

Moscow 'mot to seek Falkkands fishing licence'


## Venezuelan private foreign

 debt deal under fire


## Trawling for business with mechanical fish


${ }^{6}$ The board of Commercial Bank of Wales PLC have pleasure in announcing that with effect from 1st December 1986 the company＇s name has been changed to BANK OF WALES PLC99

$\triangle$ weather of FBulk of Scothand Group

## Optics will hit market for phone exchanges






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## Breath of life for

 desk－top publishing






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| allows for easy correction |
| shound there beeny mishaps |
| or unscheduled sceme changes |
| on stage． |}

## CAD／CAM growth continues to siow

 Continues to siowTME CAD／CAM
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Cambringe，Massacechusetts． Revenaes this year will be
about $\$ 4.1 \mathrm{bn}$, but this is
an




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## Bricklayers move

to stop the rot








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Shell＇s higher olefins plant has borne a lot of fruit．

There＇s only one place to shop for alpha olefins．©ur S．H．O．P The Shell Higher Olefins Plant．It can make a wide range of alpha olefins，but unlike any other plant，it can prune them to suit your needs．曾 No wonder more and more companies are buying our plant＇s produce．It＇s the best in the market place．© Shell Chemicals UK Limited，No 1 Northumberland Avenue，London WC2N 5LA． You．can be sure of Shell Chemicals．


## UK NEWS

## THE FIRST

 NAPOLEON MALT WHISKY.The Glenlivet dynasty can be traced back to the eighteenth century when M. Bonaparte's rule began. Taday, Scotland's first malt whisky is alsa first choice in Paris.
integrated training and presentation
package - 1986 RITA Award Winner
POWER WITHOUT PROGRAMMING

## EEC attacks US telecommunication moves




## Wrong.

No doubt the real enthusiasts amongst you spotted our deliberate efror straight away. No, it's not the missing rear doors or the chauffeur's newspaper. It's the chauffeur himself who is completely out of place. But perhaps a few of you, who've managed to resist the temptation of ever owning a BMW coupé, may need a little further explanation. Imagine the
coupe in the photograph belonged to you. Would you then see any earthly reason for allowing anyone else to sit behind its wheel? After all, what'sthe pointof owningagaspedal that has 286 hp under the bonnet and then giving someone else the pleasure of putting his foot down?

And how much personal enjoymentdoyouthinkyouwouldgetfrom
a suspension, whose fly-paper-like handling on winding country roads prompts some strange minds to think of a special tax on such pleasures, if you yourself weren't holding the leather-clad wheel?

Although even we must admit that we have heard tell of some people who've bought a BMW coupé purely for its classic look, and only then have been happily surprised to discover that unparalleled dynamism was also included in the price

But we find it hard to believe you're one of those motorists who regard ABS anti-lock braking as a piece of electronic chicanery. Surely you're a committed driver
who appreciates that it's an essential element of the matter-of-fact safety of a car in this class. And you also realise that, even though a 6 Se ries $B M W$ can be a source of pleasure for its passengers as well, its true attractions are only ever really experienced by its driver.
That's something that the gentleman in the peaked cap was obviously aware of. When he climbed out of his limousine to lean just once on the car he'd like to drive, as opposed to the car he has to drive.

The ultimate drixing machine

## UK NEWS

## Banks clear way for trials in cashless shopping <br> \section*{by alan cane}

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| paricipate in the development，it |  |  |
| The announcement follows sever－ |  |  |
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| possible to agree a common ap－ proach．Their difficuilies arose from worries that regarcless of the system chosen，some banks would ers． $\qquad$ |  |  |
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| ers． <br> ic shopping or electronic funids transter at tha point of sale |  | but will not lead to job losses arong the 1,500 UK employees， Mr Sando Vermesi，managing director， said yesterday． |
| （eftipos）involves the use of credit or debit cards in place of cash or cheques． |  |  |
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| No paper is involved in the sys－ tem Electronic messages travel stalled on retailers premises to banks and credit card companies， debiting a customer＇s account when a purchase is made． <br> Credit card customers．woald ob－ viously still have the permitted pe－ |  |  |
|  |  | He forecast record profits this year for the comprany，which its ltalisan parent came close to shmi－ heary losses． |
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|  |  | der way，with completion planned for 1988．The investments have been approved by Piralli＇s parent as |
| viousky still have the permitted pe－ <br> Daily Treleg | Daity Telegraph plans | a result of a complete turnround in the company＇s financial perror－mance．The El2m loss of 1982 was reversed two years later，reaching a |
| a £25m rights issue <br> mance．The E12m loss of 1082 was reversed two years later，reaching a pre－tax profit of 55.6 m last year． |  |  |
|  |  |  |
| 日Y raymond snodity |  | Mr Veronesi gave no formal fig ures，but a profit of more than 87 m |
| THE Daily Telegraph is pianning a E25m rights issue next year to re： pay short－term bank loans used to | Lord Hartwell，the chgirman，and Mr Andrew Knight，the chief execu－ | ures，but a pronit of more than Eim ber 31 ． |
|  |  | Prelli expects to continne to in－ |
| help－finsmes its pew printing plant in London＇s Docklands． |  | crease it its market share amd which averages 35 per cent of pro－ |
| The issue will be underwitten by Hollinger，a company controlled by |  |  |
|  |  | which averages 35 per cent of pro duction volumes |
| Mr Conrad Black the mejority sharehoider in the Daily Telegraph |  | of the UK car tyre original equip－ |
| As a result the West Ferry plant ．will be freehold rather than leased， |  | the earty $1880 \mathrm{~s}-$ and 125 per cent of the replacement car tyre mariket， |
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| The company，which pubbishes both the Daily ind Sumday Tele－ |  | of the replacement car tyre market， up from 2 to 3 per cent． |
| graph，has reported a loss before tax of fìm in the six moiths to Sep | Iressed markedly with the launch | TI the truck sector it is claiming 8 8 |
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|  |  | market and 7 per cent of the re－ placement sector． |

## Coventry Climax＇s Swedish

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Scottish teachers will strike despite appeal by minister

## BY DAVID BRINDIE AND JANES BUXTO


 Thursday，in definine of an appeal
yesterday from Mr Malcom Rif


 with the ministar that a a gmall step
had been taken in the pay dispute not doemerad to bivate thorose＂
SE displays European stock prices GY CIIVE WOLMAN TEX stock exchange yesterdsy Seventen leading French stocks At the same time，the Seen Inter－
completed its programme of reavir－
mere



## Court ruling confirms Norton Opax＇s control of McCorquodale

BY RAYMOND HUGHES AND DAVID gOODHART NORTONOPAX has sinally and un－＂Wa take the view that the ques contestably wox contron of Mocor－tion of jurisdicion is a matier of
quodale in the marthon prituing considerable dififulty which we
industry takeover rattle which be－wish to take time to consider，＂he guastry takeover battle which be－wish to take time to consider，＂
gan lasi Aprii
The Court of Appeal yesterday
said
Norton，the Harrogatebsase


 Won control will eive its reasons for pyrrchase of McCorquadale share The court will give its reasons for by the Kuwait Irvestment Office
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case any further in

## An Offshore

 Money Market Cheque Account from Bank of Scotland|  |
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| DO YOU WANT？ |
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| AND ALSO |
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| INTEREST PAID GROSS <br> $10.25 \%=\underset{\text { Appred Rete }}{ } 10.50 \%$ |



## Paisley attacks tighter curb on Ulster marches

bY OUR belfast corresponident
THR GOVERNMENT yesteridy condacted in such a way as to inti-
 amd, incluving stronger powers to be in inpearation the timen flaw would
 Changes, froneshadowed in an arof current legislation, met swit opatit the measures were directed Anji-rish a areemente parit of an The Rev Lan Paislsey, leader of the , claimed that the legislation Mr Ton K King, the Nor thern Mre-


Whilie the issues involved had
been raised at meetins of he Ang
lo-rish conference, the details of
 The measures were designed to Whinto line with Great Rristin
Where the Public Order Act 1988 was now law.
They will strengthen the powers
of the authorities to deal with prosessions and open-air meetnos
 Treasury worries delay space shuttle decision BY PETER MARSH

## REASUYY worries about the im- art of new sritain's publice programmes on  pean Space Agency (EESA) shememe A decision on partctipetaing in the Trench-inspired Heimes project in tended tot produce a smand manned mehicle to ferry goods and materials to a proposes sspuce statition, had been duey evsterday Buta o the Brocrining re, the decision may not be arr- <br> APPOINTMENTS



GOLDEN operations
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five factories as well
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Mr Griham
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TRUST,
dimestic retail banking services


Dowty and CAP win submarine contract By Dowdd Buchern GRESSAM-CAP, a joint venture
Company of the Dowty and GAP
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Rogal Navy submarines Conamany afficials chaimed yester
diny that their new syytem, 1 inown day thast their new syytem, nimown
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 command systems, as itstill does in
the case of surface-torship coom
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Sresham-Iion Electrunies was a


## WARNING ON THE IMPACT OF REDUCED FUNDING <br> British science 'faces brain drain'

## OY DAVD FESHLOCK, SCEENCE EDTOR

HARD EVIDENCE is available that creasingly sophisticated scientific currently resident in the US. Their sone of their very best strdents



 cencene that Brititain' fumding of

 proved, Sit would be hard to deny A quarter of the newf fellows elected Britain drced finding for research dam- abroad, hall of them in the US. Ciety as what he called the "geriat be naive to soppose that Britain


## HCGD to retain exenange rate aid

## Y PEIER MONTAGMOM, TRAD EDTO

YHE GOVELRNMAENT is to assume tavied as part of efforts to improve Loans made to exporters, but Mr a third facility under reviev, the an Export Credits Grarantese De The Governments decision for scheme would be retained






Irish judge rules today on book injunction by Hugh Camegy in Dublin AN IRSE high court judge will deaide today whether to extond a atem-
 against publication in Ireland of the oonn Mriler a wartime British Cumsel rypresenting Sir Mirchael Havers, the UK Attorney General
is presenting cass broadly similar
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 itempting to publish a book about
his experiences in the UK secret
 War would break the cone Garratral

 could c canse irreparable damarse.

 Locragn of of In Lrish court II there
had been a breach of confidentiality


## The more important the meeting, the more important the airline.



## MANAGEMENT ：Small Business

Self－employment and unemployment
An unequal balance


## Business Opportunities

readers are recommended to take appropriate professional adice berode entering into commitments

## Ca＇shhh．

It＇s the confidential Factor Would you like to turn your invoices into cash without anyone knowing？Now you can．For just a ＇phone call you could have an advance of $80 \%$ on invoice，with the balance when your customers
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## PROPERTY INVESTMEIT OPPORTUMITY




 Pound Hill Houte Fouid hilit


## WE MUSTCOON MEETNG LKE THIS．

 and really start meeting．

BIRMINGHAM．ONE OF THE WORLD＇S GREAT MEETING PLACES． organisation based projects．
For further details and for June 1987 write to：
Helen Lydka，FT2

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10 Conten Street


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Growth for COSIRA

Financial Times Tuesday Deecember 2： 1986 EDITED BY CHRISTOPHER LORENZ

## ROUTETOAN M．B．A

 improve your management abilities？
The Modular MBA Prograne at
requires only 28 weeks attendance，spread requires only 28 weeks attendance，spread
over 18 months．You will experinence work in carefuly balancod groups，choose from a
wide range of optional subjects and engage in

Henley－The Management College，Greenlands Henley－on－Thames，
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or ing her or the Graduate Studies
Information Office
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BUSINESS ACQUISITION





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Management pla


## INVEST UNIQUE



 Call Retard


STRATEGIC HOLDING FOR SALE Office Cleaning，Busildiding Mabintenamprice，Laundry and Security Services Year to 31st March 1986
Sales in excess of $\quad \pm 100,000,000$ £5，500，000 －property－exceed $\$ 39,000,000$
Enquiries in confidence and by principals only


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## Business Opportunities

readers are recommended to take appropriate professional advice before entering into commitments

## ANESTMENT BEPLORTUNMITES WANTED





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Consumer Products: Australia
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| SPONSOR wanted for new CHARITY |
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| A newiy eatablished mantal health charity urgentry requires property or funding with which to acquire or rent premises in West London. The aims of this charity are: (1) to provide they can afford such attention; and (2) to provide education aimed at preventive emnotional and physical health care which can belp prevent disease. <br> Please telephone 9923035 if you can help. |
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## HD GUNTLEY \& PARTNERS <br>  46Muttey Prain Pymmouth PLAELE Tel:Plym (O752)262311

JOINERY COMPANY south yorkshire

This long established company serves both

Principal features:

* Top quality product range $\star$ Sales in excess of $£ 600,000$ - Profitable 1986 year to diste $\star$ Skilled labour force

Write Box H1507, Financial Times
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Isuzu Cars Great Britain
The business and assetsof Isuru Cars Great Bitiain Limited are offered
for sale by the Joint Administrative Receivers. Principal feaures include: * UK franchise for importing Isuzu motor vehicles
$*$ UK franchis for importing Is
$*$ Stock of 500 vehicles in bond
$*$ SLock of spare parts . . Lasestole premisesin Ashford, Kent
*London showroom Enquiriesto:

1Pucdle Dock, Elack fiars. LOndon EC4V 3PD
Telephone: (01) 3685000 Telex: 8811541 Telefax: $(01) 2486552$

## 1) PEAR MARK

CHAIN OF TTRE AND EXHAUST





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## Businesses Wanted

## RESDENTIAL DEVELOPMENT

 LAND COMPANYOur client is a very successful residential developer with via acquisitions in the North-West, Midalands Pand the South-Eat. Personal or corporate land holdings will be
considered.
Write, in strict confidence, quoting reference o9/IH/AMT, to: Bank House, Chariotte Haskrins \& Steet, Manchester M1 4BX FINANCE COMPANY A finance company or finance broker/consultancs servicing PIC to complement and extend its existing operations PLC to complement and extend
throughout the $U K$ ta
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Please reply to: Box HISob, Financial TYmes
10 Camon Street, London ECAP $\& B Y$
WANTED
Leasing Receivables



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## bed linen retaller


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BUSINESSMAN WITH CAPITAL



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## Office Cieaning Services Limited

## OCSChanging Venues-Unchanging Values


Time for bringing road carriage claim




database that simplififies networking.
POWER WITHOUTT PROGRAMMING




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## TURKISH AIRLINES INC．

Anneunces that Jet Fuel A－I is required for the 31 st， 1987 （inclusive）at European and Middle East and Far East Airports to be purchased under seal： ed tender by adjudication，Bidders must deliver their proposal on or beiore 17 December 1986
10.00 am ．to the Trurkey address below．Bidders wishing full information ou bidding and list of contact．
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## Arts Guide

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Two new RSC productions at the Barbican Duriag Decemer pro new celling by Arthur Miller．
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Company





| FINANCIALTIMES <br> 'BRACKEN HOUSE, CANNON STREET, LONDON ECAP 4BY <br> Telegrams: Finantimo, London PS4. Telex: 8954871 Telephone: $01-2488000$ |
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## Selling assets to buy time




Financial Times Tuestay December 2 :1986

## US TAKEOVERS

## The storm's last gust - for now

By William Hall in New York










Lombard

## A filibuster on farm subsidies

By Andrew Gowers


## Great fousing <br> barrier

## Sir-Samuel Britan's fater 

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 He is interesting to note vit



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vhewale The main problem with the is that as with Scheduse A. it
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celement than on improvement suggests that tho government
rating reform proposal is more
concerred with winning votes concerned with winning votes
from richer home owners hann
with dismanting the "great housing barrier.
R. J. Sandilands, University of Strathclyde,
100 Cathedral Street,

## Defence of

Leningrad







## BIG NEWS FOR SMALI EXPORTERS

EXFINCO announces FINFOREX, a new scheme enabling serious short term exporters with sales of less than $£ 500,000$ per annum to take full advantage of the vital E

Responding to the cry "how does he smail exporter ever become big: package designed to accelerate cash flow and at the same time, provide a positive opportunity to increase profitable sales through safe and simply administered foreign currency invoicing


Soviet abuse raises alarm in Bonn

Havers denies rift over spy case

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## AT \& T faces legal objections in CGCT takeover attempt

## by paul betis in paris

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## Move to defuse US row



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The BankWith The Global View.



## AN/bank

The new force in Intemational Banking

 Sheer gloom at Guinness




Polly Peck


THE LEX COLUMN

Anatole Kaletsky in New York looks at the background to the shake-up at GM

## Perot magic loses its appeal

Mine cinirgat yorons












 rate ecture.

France elects bankers for TV flotation








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## Veba expects profits boost VEBA, the West German enet aid treatred a



## Coca-Cola shows $\mathbf{\$ 3 7 6 m}$ gain

COCA-COLA, the world's largest down some of its syrup-making in ing and the historical book value 0



## Air Canada benefits from lower fuel costs

## by robert grbens m wontrenl

ARR CANADA, the Goverrment to increasing the load factor signiri-


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| LUCAS INDUSTBIES Girling brakes subsidiary is expected to itrcrease production capacity substan. tially next year to.meet demand tor its revolutionary, oweic oost anti-skid braking system The brakes were first lampched as a $\sum 300$ ( 5429 option on Ford's Escoort and Orion models throughout Western Europe in February. | ta model late next year on which the system will also be offered - At least one other car-maker is expected to adopt the system on a volume car nexi year, made possible by the mmainent expiry of a joint development agreement which the system | $\begin{aligned} & \text { mopep } \\ & \text { corte. } \\ & \text { the } \end{aligned}$ |
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| Ford is already absorting virtuat ty all the combined anmual capacity of 115,000 units Girling brought on stream last year at its Pointypool, Wales, and Koblenz, West Ger many, plants. |  | tem Ford's figures show that one Escorart in two supplied in Switzen land is now fitted with the system The marketing study for the sys |
| But sales are set to take another sharp jump for a number of reatechnology being adapted worid wide: | The Lacas Girling "Stop Control System (SCS) is designed specit ically for volume-producod front | Europe alone of 6micars a year, but requiring phased capacity exparsinn over several years. |
| oportion of total Escort anc |  |  |

provisiond agreement

## Lucas unit expects sales rise

## by johm griffins m Lompon

## Plate Glass recovers



Brunei move on gas project


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Credit Suisse First Boston Limited
Agent Bark
Notice of Redemption


The Taiyo Kobe Bank, Limited US. $\$ 25,000,000$
Negotiable Bearer Floating Rate Certificates of Deposit due 11th January 1988

Agent Bank

## American Brands in \$2.8bn tender offer

## gY James buchan min new york

AMERRICAN BRANDS, the diversi- Chesebrough-Ponds could realise
fied tobaccoo group, stepped up its capital gains at 1988 rates







## The Limited in fresh bid for Carter Hawley

## by OUn New York staff

THE LMMITreD, the women's wasr ing of SWitzerland may yell certain
 Carter Hawiey Bale, the US West
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| International Thomson Organisation Limited through its InFiNet Group <br> has acquired <br> Technical Data Corporation and <br> Business Research Corporation <br> The undersigned initiated this transaction and assisted in the negotiations. <br> Michel Dyens <br> Financial lduisers. New Yorts - LRaris | INTER <br> Sales up 16\% at Nordisk Gentofte <br> Ey Hilmy Berret in Copenhagen NORDISK GENTOFIE, the insulin. blood products and growth hormone manurachrer, which was oppenhagen stock exchange in Septemiber, recorded a 16 per cent increase in sales to NKT September. <br> The company said that the increase was achieved despite an apPretax earnings were up from NKK 15m to NKT 27 m . <br> The interim statement said that sales and earnings for the fiscal year would be in line with forecastu made in the share issue prospectus made in the share issue prospectus in September. This predicted an increase in sales from NKr 807m to NKr 822 m and in pre-tax profits from NKTr 88m to NKK 121 m . |
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| MARUYAMA MFG. CD., INC. <br> (Kabushiki Kaisha Marryama Seisakusho) <br> Tokyo, Japan <br> DM 40,000,000 <br> 21/2\% Deutsche Mark Bearer Bonds of 1986/1991 <br> with Warrants attached <br> to subscribe for shares of Common Stock of <br> MARUYAMA MFG. CO., INC., Tolyo, Japan <br> enconditionally and irrevocably guaranteed by <br> The Fuji Bank, Limited <br> Tokyo, Japan <br> Ksue Price: $100 \%$, Intersst: 2 S: $\%$ p.a. payable annualy In arrears on November 20 - Redemption; on November 20,1991 at par Denomination; DM 5,000 - Security: unconditional and irrevocable guarantee of The Fuji Bank, Limited/Tokyo, Japani Negative Pledge Clause Warrants: each DM Bearer Bond will be kswed with one Warrant attached giving the right to subscribe shares of Common Stock of Miaruyama Mfg. Co., hac. at a subscription price per share of Yen 389 . The subscription period will be from february 3, 1987 ihraugh November 5, 1997 - Listng: Frankfurt Stock Exchange IBonds and Warrantsl |
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| COMMERZBANK AKTIENGESELLSCHAFT <br> YAMAICHI INTERNATIONAL .........(DEUTSCHIAND).GMBH . <br> FUJII INTERNATIONAL FINANCE LIMITED <br> BAYERISCHE LANDESBANK GIROZENTRALE <br> GENERAIE BANK <br> ROBERT FLEMING \& CO. UMITED <br> NIPPON KANGYO KAKUMARU (EUROPE) LMITED <br> YASUDA TRUST EUROPE LMMTED |

## NEW ISSUE

4,500,000 Shares

## 爪ATARI

Atari Corporation

| Common Stock |  |  |
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| PaineWVebber |  |  |
| Bear, Stearas \& Co. Inc. | Alex. Brown \& Sons | Deutsche Bank Capiral |
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| Merrill Lynch Capital Markers | Prudencial-Bache | Salomon Brochers Inc |
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| Banque Indosuez | Compagnie de Banq | que et d'Investissements, CBI |
| Hoare Govert Limited |  | enry Schroder Wagg and Co. |



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## Financial Times Tuesday December 2198

INTL. COMPANIES and FINANCE

## El Rayan looks for new pastures




## Fully continuous trading in

 leading Swiss sharesSwoissair bearer, Bank Leu bearer, UBS bearer and pc (participation certificates), Siviss Bank Corporation bearer and $p c$ Credit Suisse bearer (inctuding pc), Swiss Volksbank Co-pperative shares, Sviss Reinsuirance-.pc, "Winterfhur" bearer, "Zurich" bearer, Adia bearer, Elektrowatt bearer, "Holderbank" bearer, Jacobs Suchard bearer, Oerlikon-Buehrle bearer, Pargesa bearer, Surveillance bons de jouissanice, Pirelli bearer, BBC bearer, Ciba-Geigy bearer and pc, Nestle bearer and pc, Sandoz pc

## Thia announcement appears as, a matter of record only.

December, 1986.

## INTERNATIONAL CAPITAL MARKETS and COMPANIES

## Banks lend bullion to finance gold mines




## Samurai market reform planned

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Now lssue / December, 1988

Can. \$100,000,000
European Investment Bank

91⁄2\% Notes Due 1991

Salomon Brothers International Limited
Toronto Dominion International Limited


## Primary floating-rate side active in specialised deals

Hongkong Bank
offers cur offers currency
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FT INTERNATIONAL BOND SERVICE

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## Norton Opax on target for $\mathbf{£ 5 . 8 m}$






## THE McCorquodale Case

## Appeal against Panel ruling dismissed

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> | BROWN GOLDIE |
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| \& CO.LIMITED |

Development Capital for Private Companies
Management Buy-Outs

Wite or telephone: Jan Hislop or Cameron Brown,




## ,

 than the success of small, entrepreneurial and innovative businesses And - as pundits of all persuasions agree - nothing's more vital for those businesses than ready access to investment capital.Increasingly they need to have the freedom to raise funds in exchange for marketable shares which can be traded on a properly-regulated exchange.

The new 3rd Market will provide just this freedom from the day it opens, on January 26th 1987.

The market will allow well-managed young UK companies with solid growth potential to raise capital with a minimum

Arnotts rejects bid from Glen Abbey



aged
It has undergone. major re-
tructuring











## GUS makes $£ 12 \mathrm{~m}$ Australian disposal

## eY mike smith


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COMPANY NEWS IN BRIEF

| XTONS has been notian increase in the | progress had been mede in restructuring the company but | to |
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| Directors said |  |  |

At the same time, investors will know that they're dealing through members of one of the best-regulated stock exchanges in the world.

> In this way, the results should benefit all of us in Britain.

And no innovation could
(For more information, contact The Markets Department The Stock Exchange(F1.),London


## Polly Peck on target with $\mathbf{£ 7 0 . 4 m}$

## Buy-out of Longton Ind subsidiary



Heron holds 6.1\% stake in Chloride





AE beats profit forecast as Hollis ups stake to 26\%


## Berisford's sugar deal gain



Geers Gross reezes some ranee share

## Cookson's moves in S Africa



## Borowe

Cassa di Risparmio di Trieste
as Treasurer
ECU 33,500,000
MEDIUMTERM FACILITY
Arranged by.
CREDTTANSTALT-BANKVEREIN
Funds provided by
Banca Commerciale Italiana London Branch Creditanstalt-Bankverein Kredietbank N.V.
(E)

CREDTTANSTALT-BANKVEREIN

## Borthwick borrowings fall 70\％as profits return

| Theman Borthwich，the food manufacturer which has sold subsididaries in the past year， returned pretar proftis of s．35m on its continuing bust nesses for the year to Septemier 28,1086 compared with $1885{ }^{\prime}$ gis E8．3m Ioss． | at about 40 per cent of share－ holderss $f$ unide Of the continuing operations， Of the continuing operations， food prodicts rexurnm）in pre tax profits，UK meat processing showed a slight deline with a International operations a strong | Borthwicks has undergone a change or face，of business improve the rating．The finan－ cial achievernent，in turning |
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| The group has sold its Newf | profft of 52.58 m ． |  |
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| eurrent year was expect |  | dividend absorbs $£ 44,000$ ． |



## Chelsea Man profits leap 75\％midway

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## Zygal returns to profit





## After Big Bang，which face

 will your stockbroker show you？Will it be the face that＇s offering a genuine opinion－or the one that＇s thinking of its own book position？

That＇s why Sheppards have taken a positive decision to re main a non－market maker，and to continue to put our clients firs We want our clients to be able to trust the impartiality of ou And we want them to retain the anonymity that dealing through an agency broker guarantees．
Which points to one very reassuring conclusion，amid the turmoil of Big Bang．

With Sheppards，you know who Sheppards you＇re dealing with

AMemberof The Syock 01 Tren 70


The Coastal Corporation is one of the largest and best－ positioned gas transmission companies in the U．S．

With over 19，000 miles of pipeline－enough to－trave Coast to Coast more than six times－Coastal has access to most of the major gas producing areas in the U．S．and Canada And its pipelines serve many of the largest energy markets in the U．S．

Coastal hascomealongwaysinceitwasfoundedin 1955.
Operating profits in 1985 were $\$ 689$ million on $\$ 7.3$ billion in revenues．Coastal moved up to No． 50 in the Fortune 500 and was among the Top Ten companies in total return to investors．

Natural Gas is Coastal＇s largest and most important business．It produces，purchases，transports，stores and sells gas．Last year，total movement of gas through its pipeline systems averaged 3.9 billion cubic feet a day．Major marke cities served are Denver and Detroit

Coastal also drills for and produces oil and gas in most of

Mary Farquharson
Coastal States Holdings（UK）Limited
34 Grosvenor Street
LONDONW1
Tel：London 4081789
the major reserve basins in the lower 48 states．It 1985 reserves totalled 33 million barrels of oil and 1.2 trillion cubic feet of natural gas．

Coastal＇s refining，marketing，and distribution operations serve most of the major markets in the U．S．Four domestic refineries produce petroleum products which are marketed and distributed by regional subsidiaries．Coastal also markets crude oil and refined products around the world

Low－sulphur coal can help to solve the acid rain problem and Coastal holds over 700 million tons of low－sulphur reserves．The coal is used by electric utilities and industry．

Coastal operates one of the larger road haulage operations in the U．S．with a fleet of 12,000 trucks and tractor－ trailer combinations operating from 240 terminals in 35 states．

To find out more about The Coastal Corporation，and to assess the investment opportunities it offers；write or telephone for your free copy of＇Coastal 1955－1985：The First 30 Years．＇

The Coastal Corporation
Postfach 316
CH 8024 ZURICH
Jel：Zurich 2524616

## （4）The Coastal Corporation

Coastal Tower，Nine Greenway Plaza，Houston，Texas 77076－0995，U．S．A．Tel： 7138771400.

28

## T HUNGARIAN INTERNATIONAL BANK LIMITED

## LONDON

The Board is pleased to announce for the year ended 30th September 1986 a pre-tax profit of $\mathbf{\Sigma 7 , 2 5 5 , 3 8 5}$. Extracts from the consolidated balance sheet are set out below.

| Issued Fully Paid Capital | $\begin{aligned} & 30 \text { 3nteptember } 1986 \\ & £ 10,000,000 \end{aligned}$ |
| :---: | :---: |
| Reserves | 10,749,514 |
| Primary Capital Undated Loan Stock | 10,369,858 |
| Subordinated Unsecured LoanStock 1994 | 2,000,000 |
| Primary Capital | £33,119,372 |
| Deferred Taxation | 6,290,726 |
| Total Capital Resources | £39,410,098 |
| Balance Sheet Total | £233,412,055 |

During 1986 there has been a major increase in Primary Capital. The Bank continues to maintain a high level of liquidity and low gearing and the Directors are optimistic that 1987 will be another successfurl year

| Pre-Tax Profits Up | $\mathbf{1 7 \%}$ |
| :--- | :--- |
| Primary Capital Up | $\mathbf{6 7 \%}$ |
| Balance Sheet Total Up | $\mathbf{1 0 \%}$ |

The above statement does not constitute full accounts under the Comparies Act 1985. The aukitors have reparter on the full accounts which will be delivered to the Registrar of Companies in due course.
Please contact the Company Secretary for a copy of the 1986 Accosurts.
Teleptone: $01-606$ 5371. Address Princes House, 95 Gresham Street, London EC2V 7 LU

## PATERSON ZOCHONIS

Record profits for 1986

| Summary of Results |  |  |
| :--- | ---: | ---: |
| Year ended 31st May |  |  |
|  | $\mathbf{1 9 8 6}$ | 1985 |
| Turnover | $\mathbf{1 2 4 1 . 7 \mathrm { m }}$ | $\mathbf{£ 2 7 6 . 6 \mathrm { m }}$ |
| Proftbefore tax | $\mathbf{£ 4 2 . 4 \mathrm { m }}$ | $£ 38.6 \mathrm{~m}$ |
| Earnings per share | $\mathbf{4 2 . 9 7 \mathrm { p }}$ | 38.61 p |
| Total dividend per share | $\mathbf{6 . 5 0 \mathrm { p }}$ | 5.90 p |

Highlights 1985/86: In y year when, as a result of exchange rate movements, the contribution to group profts from the Nigerian operations has declined, it is very encouraging to be able to report improvements elsewhere in the group which more than offset this fall
Considering the difficulties under Companies did remarkably well The new economic measures ing the Nigeerian September should help to achieve a satisfactory rescheduling of the country's foreign exchange obligations which in turn should allow' time for the local conomy to benefit from the relaxation of controls.
Profits of the Cussons group showed significan Pronits of the Cussons group showed significant improvement. The U.K. favourable raw material prices. Record profts sere made in Australia while the Kenya company maintained its position and both these subsidiaries have plans oincrease their production capaciles.
Current year: The movement in Nigerian exchange rates means that group period of last year. Results of the second hall-year should be comparable with he second half of $1985 / 36$.


PATERSON ZOCHONIS PLC, BRIDGEWATER HOUSE, 60 WHITWORTH STREET, MANCHESTER M1 GLU

Africa. United Kingdom © ${ }^{\circ}$ Europe - Australia ${ }^{\circ} \mathrm{Far}$ East

UK COMPANY NEWS

## Increased work volume boosts VSEL to $\mathbf{£ 7 . 0 2 m}$





Financial Times Tuesday December 21986




## Oil companies lose Brent market control to Wall St



## Falklands fish plan emerging

|  |  |  | by 2 per cent with other metals lagging behind that agure. |
| :---: | :---: | :---: | :---: |
| TALS ARE ema |  |  | In some motal markets, ptiees will be supported by |
|  | pean commission in a poten- | $\begin{gathered} \text { Olland } \\ \mathrm{member} \\ \hline \end{gathered}$ |  |
|  |  |  | domand. The report forecasts a |
|  |  |  |  |
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|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  | aroumd 1986's level of 6263 cents a poomd. |
|  |  |  |  |
|  |  |  | World Commodity Outlook 1987. The Economist London W1A $10 W$. Price 575 . |
|  |  |  |  |
|  |  |  |  |
|  |  |  | Indonesian tin |
|  |  |  | outpat 'below |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  | INDONESLA'S production of tin concentrate is expected to rise 22,413 last pear, reports Remter from Jakartia But that would be ahout 2,000 tonnes short of the Government's target. |
| Buenos Airos to participat |  |  |  |
|  |  |  |  |
|  |  |  |  |
| pulp prices to rise further <br> By Robert Gibbens in Montreal |  |  | The state minning company, FT Tamhang Timah, expects year with the end of export |
|  |  |  |  |
|  |  |  | controls by the International Tin Coumcil. officials said the |
|  | $\begin{aligned} & \text { yesterc } \\ & \text { in suu } \end{aligned}$ | din the recent change of | Tin Council. officials suid the move is aimed at maintaining a healthy cashflow. |
|  | amid a significant weakening |  |  |
| NORTH AMERTCAN pulp pro | Untii last month, auction |  | But actual output by Timah and foreign mining firms is un- |
|  |  |  | certhin, geven wam world prices, the US embassy sadd inIts annual Minerals Report on indonesia. |
| coral leading Can |  |  |  |
| producers have |  |  |  |
| Shat the price of stan |  |  |  |
| will rise to US85,500 e tonne in |  |  | LONDON METAL EXCHANGE WAREFOUSE STOCKS (Changes during week ending lart Fricay) (eonnes) |
|  |  |  |  |
|  |  |  |  |
| 1981. <br> Producers explain tho move |  |  |  |
|  |  |  |  |
| hy citing a fall in pulp stocks at North American ${ }^{\text {and }}$ and toanes from 1.6 m a yoar ago. together with currency factorsand strong domand in North America, Europe and Asia. |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  | Stlver -744,000 to 23,618,000 |
|  |  |  |  |

## Farmers learn to make do and mend

## Fimidy yitud kor <br>  <br> 





Report says
dollar fall
may not
lift metals


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## CURRENCIES, MONEY \& CAPITAL MARKETS

foregan exchanges
Dollar near 6-year D-Mark low



## LONDON STOCK EXCHANGE









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Kidder, Peabody International


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$\square$



## OVER-THE-COUNTER







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## FINANCIAL TIMES <br> WORLD STOCK MARKETS





## EUROPE

Dollar's fall strikes a chilly note
THE FALLING DOLLAR stopped most. of the Eurropean bourses in their tracks
yesterdy as invertors beame con-
cerned over export-oriented and currencerned over export-oriented and curren-
cy-sensitivisus.
Frankturt opened higher but the warmer tone was abilled by the fixing of
the US currency at DM 1.0611 , its lowest in almost siz years. The midday calcula-
tion of the Commerzbank index reflecttion of the Commerzabank index reffect-
ed the early fifmness witi to 2.073.3. electrical sect-ors as as aimer charopped
DM 19tod $\mathrm{DM} 1,325$ after an opening fall
of DM 6 . VW was also badly bit by its DM 13
drop to decline to DM 427, while BMW at
 Porsche, which sells more hhan hair oi
its production in . .orth America , moved
against the tide with ith DM 12 rally to
 AEG suffered a sharp DM 7 mark-
down to DM 333, while Siemens at DM
 ing, provided a few features with
Deutsche Bank, due to report 10 -month
figures tomorrow, traded up to DM 862 figures tomorrow, traded up to DM 862
before closing a net DM 1.50 down at DM 850.50 . grine-month higures before finishing the day a net.DM 4 higher at DM 28.
The bond market ended narrowly The bond market ended natrowly
mixed with loops showing poves of
to 20 basis points. The fall in the dollar attracted some isolated forelgn support
in the hope that the Bundesbank would in the hope itat ine ian esbank would
intervene or a techicar recovery would
be triggered from its receat fall be triggered from its recent fall
chine Bundosbiank bond market balan-
cing operation amounted to sales of DM cing operation amomemted to sales of DM
21.8m of public paper compared with
sales of DMM 153.8 mon on Friday. The aver age yield on public authority paper
slipped one basis point to 5.86 per cent lar and concentrated more on domestic factors such as a survey by the Paris
Chamber of Commerce forecasting higher corporate profits for next year.



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Money you cantrust.
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 by zuimich ameat hare
 Tokro
Downturn in equities on

## price fears












Sharp falls in share prices have prompt-
ed the Bombay Stock Exchange to introed the Bombay Stock Exchange io intro
duce tough restrictions on trating from
todayy. Exchancie authorities
bained the facility of carting forward
 leading shares
year of 48241 .

Matsushita Electric Industrial was also foavoured. It was the second bussiest
stock with 18.60 m
shares traded and

 argest volume of 13.93 im shares.
Despite the lack of freshi incentives, Tokyo Electric Power was sought by in-
stitutionals and individuas following
buyving banks said an offcial at one
 of Nippon Teleeraph and Telephone
Corp (NT), of which shares will be of
Cered to the public for fered to the public for Yh1.19m per share.
Tokyo Flectric Power recently moved into the communications market and is re-
garded as NTT's main rival Bod as dropped, reflecting investor
concera about successive rises. The ield on the popular 5.1 per cent gover from last Saturday's 5.360 to 5.390 per
cent The issue had followed an uptrend November, in association with the firm desivery sooared steadily from Y102.78 on November 11 to Y104.33 last Saturday,
while the yield dropped from 5.567 to
5.335 per ceent.

## SECTION III FINANCIALTIMES SURVEY

The difficulties of diversifying away from oil have still to be faced. In the UK, a continuing campaign to cut energy costs is saving an increasing number of companies large sums of money.

# Managing Energy 

## Drive for efficiency

## By Maurice Samuelson



Flowers under glass at Aalsmeer, Netherlands: the printout gives monitoring details of the compater-controlled environment
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 Eartie etbis year, in its second

In Energy Efficiency Year what could b more appropriate than news of major energ savings and greater productivity in British industry? Well, this year 28 UK compailion on energy and $f$ I 1 million in all by switchins to electricity, with an average payback of less than two years.

As if that weren't reward enough, each one also received a regional PEP (Power for Efficiency and Productivity) Award - the Electricity Supply Industry's way of recognising companies who have made more effective use of energy and reaped major benefits.
Productivity up with 80\% energy cost saving Now congratulations go to the two national winners: Lennox Foundry Limited, who have reduced energy costs by $80 \%$ and produce better castings faster since switching from oil-fired to electric melting. And Peugeot Talbot's Ryton car plant, where electric infra-red curing is helping to achieve lowe warranty claims and higher standards of Eun han in any other Peugeot factory in investment in just four months.

Working with their local Electricity Board Industrial Sales Engineer (ISE) more and more companies of every size and type are cutting energy costs and improving efficiency and productivity.

Your ISE can't promise you a PEP Award in 1987 bur he can help you profit from the unique benefits of eectricity lectricity can offer some very effective solutions.

Andong



 $\square$ Plese arrange tor an Induscrial Salss Engincer $\omega$

Namc_
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## Company-



Theenergy-efficient switch.
INVESTEGCESTR


## Energy analysts

## Sources of advice


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Homes
Designs that use the sun


Thas four-bedroom honse

















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#### Abstract

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## $\square$

## "HAVE YOU GOT THE ENERGY TO IMPROVE YOUR BUSINESS?"

Using gas as a fuel can actually sharpen your competitive edge.
Because clean, efficient gas is the high quality fuel, which gives Because ciean, efficient gas is the high quality fuel, which gives altogether.It's alsoeconomical to use, producingslgnificant savings in manufacturing costs.

Al this will help increase productivity, lower unit costs and

nology in the past few years gas is moreversatile and efficient than ever.
And there are plentiful supplies available. And there are plentiful supplies available.
Investment in new gas equipment ca in no timestat all.
 in the couppon and post it today, or telephone Peter cleall,
on $01-2420789$. you're lits noting for.



GAS FUELS PROFITS

## Managing Energy 3



## Tenfold growth potential in market



This man couldn't careless about his company's lighting




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opposite.
\# ITHMTING
The Worrfs No. 1 Lontmaker



Atkins Planning con

## Can we halp you?

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Woodcote Grvie, Ashley Road
Epsomi, Surray KT185BW
Teleptione: EPSOM (037 27) 26140
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LOOK TO THE LEADERS IN OVERHEAD RADIANT HEATING-

FOR GREATER ENERGY
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 applications.Q.E.D


Big co



## Big cost cuts available

 Pateral enviruamenas

## An Industrial Boiler Can Burn its Capital Replacement Costs in Less Than 4 Months

Even ifyourboiler plant is only afewyears percentage in fuel efficiency, it will be buming intoyour net profit. A simple survey by our Regional Engineer will tell you just how much, and what we can dotosave this moneyforyou.

## 18

Phoneour Managing Directorfor prompt actionon:021-557-3971
Stone BoilersLimited


## Insulation

## Industry debate on the various methods



## Why should we want to make energy go further?

At Esso, our business is selling energy. Yet for many years we have been helping people save energy

We know that a strong future for our industry depends on the continual encouragement of energy efficiency now.
Since 1979 we have invested over $£ 40 \mathrm{~m}$ in projects aimed at long term energy conservation within Esso itself. From major heat recovery programmes at our Fawley refinery, to simply encouraging offices to "switch off the light"

In 1985 alone, these measures saved us around $£ 28 \mathrm{~m}$, against an anmual energy. bill of $£ 110 \mathrm{~m}$.

Enlightened self-interest, you may say. Yet we're also active outside our own walls.
In this Energy Efficiency Year, for instance, we have provide $£ 30,000$ to the national charity supported by the

Department of Energy, Neighbourhood Energy Action, which provides insulation for the poor and the eldery.

We are also sponsoring a nationwide programme of Energy Efficiency Education seminars, organised by the Cranfield Institute of Technology, to help teachers and administrators use energy better
And we continue to promotenew thinking on energy matters by sponsoring the Royal Society Esso Energy Award. The Meteorological Office won it this year for a global weather forecasting system that enables aircraft to make best use of prevailing winds-and hence fuel economies Although forecasting next year's winner is pith efficiency front, Esso will continue to make fOR Youl further strides.

## Electronic systems

## Microchip brings optimum control


#### Abstract

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Every day，Reed Paper and Board＇s mill at Aylestord in Kent produces enough newsprint for 2 million Aylesford mill also manufactures vast quantities of paper and board for the corrugated case industry All the heat and steam for the paper－making now provided by boilers using British coal． Five Baboock fluidised bed boilers，each rated at new plant with integrated coal and ash handling Asked why coal was preferred to oil，Reed Paper and Board＇s Director of Purchasing Michael Gadd comments：The present low price of oil highligh its biggest problem．Continual price fluctuation price is down today，but sooner or later it will bounce back up again．We cannotive with that kind of situation．Tactical planning isn＇t for us－for
capial－intensive industries such as paper making we must plan strategically over the next decade Reed Paper and Board lie er or or hinkingcompanies have turned to British Coal when it comes to an important investment in the future Act now for real help with conversion costs A Govermment Grant Scheme currently supports Conversion to coal by providing up to $25 \%$ of the eligible capital costs．Loans at favourable terms nctuding daferred repay nis）are abo avallab
The plant and the technology
Inctustrial requirements can be met from a comprehensive range of packaged or purpose
designed units with a variety of boiler and fumace ypes and ratings，all backed by a British Coal free technical service．Modem coal plant is fully
automatic with completely enclosed hanaing－a concept that meets the economic and aesthetic reeds of the UKs leading inctustrial companies． A indl word from Malcolm Edwards，Bittish energy can match British Coal＇s supply and pricing profile The Government Grant Scheme，which isn＇t due to end until mid－1987，can make corverting to coal one of the soundest invesuments your Finpany has ever made The ime to talk is now．
 $\mid$ FxAfin ceranpap


Petrol and oil
More savings claimed in new products

## FOR 2HE last 10 years hun－taken two rontes．Some like BP








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 Such savings are fairly mino
compired to those wrought b
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ingines
 Maes increased by 20 per cent．

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her the cheapest oil availizble． of myjor bottom of the rang
of name nam or the till cheaper＂own brand＂oils．
This may be bease the
ifference in price is obvious even the most casual custo
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ducts manager at Shent
One problem is that ener
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demanding nore from oil




 So far，UK drivers have bhow





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    FINANCE HOUSE FINANCE HOUSE
    
    
    

